



# RECRUITMENT

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## GENERAL

Each state agency has a responsibility to ensure that all members of the state's population have an equal opportunity to compete for entry into the state personnel system. Additionally, each state agency is responsible for making a reasonable effort to attract interested and qualified applicants for state jobs. In order to meet this requirement and to comply with the State Personnel Board Rule R-4-3 each agency must develop a comprehensive agency recruitment plan designed to meet current and projected staffing needs. Appointing authorities, usually in consultation with their agency human resources staff, determine the recruitment method(s) to use in filling vacancies. Most recruitment efforts result in the creation of an eligible list. The top three persons ranked on the eligible list are referred to the appointing authority for consideration for hire. Another type of list with names of persons who may be eligible for referral is the reemployment list.

## METHODS OF FILLING VACANCIES & TYPES OF EMPLOYMENT LISTS

Agencies have a number of methods available to them to fill vacancies. Agencies may fill vacancies by transfer, demotion, reappointment, reinstatement, temporary appointment or appointment from an employment list. Chapter four of the State Personnel Board Rules and Personnel Director's Administrative Procedures defines and describes these various methods. The chapter also prescribes the priority order of use of employment lists; describes the conditions for each type of list; and defines and describes the conditions for use of conditional and provisional appointments.

## RECRUITMENT

A good document to use when consulting with an appointing authority about the agency's needs is the *Manager's Hiring Guide*. This guide is available on the web site for the Division of Human Resources (DHR) of the Department of Personnel & Administration (DPA). A useful strategy to begin a recruitment discussion with the appointing authority is to confirm that there is no existing departmental reemployment list for the class to be filled. If a departmental reemployment list exists for the class this list must be used to fill the current vacancy unless a transfer or a demotion is used to fill the vacant position. If no reemployment list exists, determine if there is an active eligible list for the specific class/position that is vacant. If an active eligible list exists for the specific class and position being filled then the active eligible list should be used. However, if this list will expire within ten days and the agency determines there are no viable candidates remaining on the list, then some type of recruitment to fill the vacancy should occur.

Recruitment efforts may vary depending on such factors as:

- Immediate need to fill the vacancy
- Level and complexity of the job
- Availability of qualified employees interested in transfer or voluntary demotion,
- Identification of the qualified applicant pool
- Diversity considerations
- Labor market accessibility
- Best means of reaching the appropriate applicant pool
- Area in which recruitment should occur, and
- Resources available to advertise the position.

In rare cases, where there is a known shortage of applicants within the state to fill jobs in some classes, an agency may need to request a residency waiver from the Personnel Board. This allows the agency to recruit nationally.

If the agency announces and recruits selected classes on a continuous basis, the agency may have a pre-tested pool of applicants available for immediate referral or for further testing. If a more extensive recruitment effort is necessary to fill the vacancy, the human resources specialist must determine whether to announce the vacancy as a promotional opportunity or as an open-competitive opportunity.

## **TYPES OF ANNOUNCEMENTS**

The basic types of recruitment announcements are:

- open competitive, which may be statewide, or nationwide; or
- promotional, which may be departmental, divisional or statewide. Persons on a reemployment list for the agency are also eligible to apply for promotional opportunities.

All open-competitive announcements and statewide promotional announcements must be published on the Internet.

## **IDEAS, SOURCES AND RESOURCES**

If there are no shortages of qualified applicants, there is limited need for recruitment efforts. However, when labor market changes occur and unemployment rates are low, there is high competition for qualified applicants and an extensive recruitment process may be necessary. The following list provides some ideas about sources and resources to consider when recruiting difficulties arise.

Announcements - in addition to the Internet listings available from the Colorado Home Page, consider mailings to targeted audiences most likely to include the types of applicant competencies needed; visit chat rooms on the Web to let persons with similar specialty interests know about your job opportunity; make sure that campus career counseling offices are aware of your interest; and mail or e-mail your job information to some of the local out placement services that may have qualified job seekers looking for employment.

Associations - specific local professional or trade associations may offer another source of places to target with your mailings. Provide information to your local associations and check the public library for a listing of others.

Colleagues - check with persons working in the same field as your vacancy for possible applicants or recruitment ideas that have been successful.

Electronic Bulletin Boards - get your job information to other agencies in a form that they can use to communicate with their employees via internal bulletin boards or e-mail.

Employees - current or former employees are an excellent source of referrals of qualified applicants for specific vacancies.

Internet Recruiting Services- a variety of Internet-based recruiting services are available to assist in reaching a general audience or a targeted audience of candidates.

Job Fairs - participate in local or regional job fairs that will attract potential applicants with the necessary competencies for your vacancy.

Workforce Centers - work with your local Workforce Center(s) and veterans recruitment sources to provide information about your vacancies. Application forms should be provided to the organization.

Labor Unions - make contact with the business agents at local unions for assistance in having state job information disseminated to their members.

Mailing Lists - identify local professional associations or licensing bodies that are willing to supply mailing lists; some of these may even be available by selected groupings, such as by occupational specialty.

News Releases - news releases may be used by the media if the information has sufficiently wide appeal. For the opening of new facilities, where there will be many job opportunities, this form of communication may be especially effective.

Newspapers - newspaper advertisements in state or local newspapers can be effective for reaching many readers; choosing regional or local publications with specific audiences can help reach possible applicants with special competencies and who might enhance organizational diversity.

Posters - agencies with continuing recruitment needs for certain jobs may gain additional qualified applicants through the use of professionally designed posters that may be displayed in public places.

Public Transit - advertisements in buses or other forms of public transportation provide additional wide exposure to possible applicants.

Radio - special recruitment announcements may be effective in reaching a broader audience, especially when there are a number of vacancies to fill.

Schools - direct written communication with vocational schools, colleges or universities that have relevant academic majors may provide a good source of qualified applicants; campus visits may enhance the quality of the recruitment.

Television - paid advertisements or public service announcements (PSAs) are another method of widely communicating information about job opportunities. This may be highly effective in areas where a new operation or facility is being staffed. It also offers the agency a chance to portray the state as a desirable employer.